

*Delivering Excellence Every Day*

DIRECTOR,  
EMPLOYEE  
RELATIONS  
DEPARTMENT

MIAMI-DADE COUNTY,  
FLORIDA



## THE COMMUNITY

Miami-Dade County is an ideal place to live, work and play. It is a microcosm of America with a large diversity of languages, foods and cultures. Voted by *Child Magazine* as one of the *Top 10 Cities for Families*, Miami-Dade County offers year-round warm weather, an abundance of diverse family and social activities, including cultural venues, restaurants, golf courses, tennis courts, shopping and professional sports. It provides quality public and private education and diverse colleges and universities. Executive and affordable housing are available and residents enjoy the benefit of paying no state or city income tax. In Miami-Dade, the median age is 35.6.

Miami-Dade is an ideal destination for visitors. It is accessible to the world through its international airport and comprehensive, accessible local transportation. Miami-Dade just hosted Super Bowl XLI, the ninth Super Bowl in South Florida and the fourth in the past 16 years.

South Florida leads the state in year-over-year job growth. The recent opening of the Carnival Center for the Performing Arts has stimulated significant new investment in downtown Miami with the opening of new shops and restaurants.

The County is also home to the 4th largest school district in the nation, with 340 public schools serving 370,000 students where more than 80 percent of graduating seniors continue their education.

## COUNTY GOVERNMENT

Miami-Dade is one of the largest county governments in the Southeastern United States with a \$6.4 billion budget, 30,000 employees and 64 departments serving a population of more than 2.3 million residents.

Miami-Dade County enjoyed improved bond ratings in 2006 – a strong indicator of economic vitality. According to the Fitch Rating Agency, higher bond ratings are a result of “management and efficiency reforms that have been implemented and institutionalized, and have resulted in efficiency savings in general and enterprise fund operations.” Bond rating upgrades included the Transit System Sales Surtax Revenue Bonds to “AA” from “AA-” and the upgrade of the Public Service Tax Revenue Bonds by Fitch from an “A+” to “AA-.”

Miami-Dade has recently transitioned into an Executive Mayor form of government, as recently voted upon by the citizens of Miami-Dade County. The Mayor is now responsible for appointing the County Manager and Department Directors. Together with the County Manager, the Mayor is responsible for the management of all County departments. During this time, Mayor Carlos Alvarez has called for a renewed spirit of innovation and cooperation. His focus is on meaningful and tangible results, with an emphasis on providing better and more efficient service to the residents of Miami-Dade County.

## EMPLOYEE RELATIONS DEPARTMENT

The Employee Relations Department (ERD) manages and provides centralized human resources services,



including recruitment, compensation and pay plan administration and payroll services. The Department has an operating budget of \$13.5 million and a staff of 159 employees. ERD also maintains County employee personnel and medical records, negotiates and administers labor contracts, provides and coordinates centralized County employee training through Miami-Dade County University and manages the Employee Suggestion Program and Employee Support Services. ERD provides services to all County departments and employees. The Department is the gateway through which qualified individuals become County employees, who in turn provide government services to the entire community.

The Director of Employee Relations formulates policy; advises departments on personnel issues and appropriate methods of problem resolution; coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative support, including fiscal management, budget preparation, procurement, records management and management information systems. The Director also works cooperatively and collaboratively with the Board of Commissioners. The Department has four operating divisions: Personnel Services, Career Development, Labor Management and Employee Appeals and Administrative Services.



## IDEAL CANDIDATE

The ideal candidate must have extensive experience as a Human Resources leader or senior manager in a large centralized human resources agency. This person will be responsible for the daily operations of the Department as the director, as well as a strategic partner and part of County Manager's executive management team. This strategic HR partner will link human resources with the strategic goals and objectives of Miami-Dade County in order to meet performance and productivity goals of the County; develop an organizational culture that fosters innovation, creativity, fairness, employee advocacy, continuous learning and continuous improvement; and develop strategies to attract, develop and retain a diverse and talented workforce. This focused and results-oriented leader must bring enthusiasm, vision, outstanding communication skills and interpersonal and consensus building qualities to the position. This proven leader will understand how public agencies operate, understand and be able to meet state, federal and local mandates and have significant budget and administrative experience. This resourceful and results-oriented leader will possess a record of energy, integrity, credibility and effective results and will understand how to work collaboratively with the Office of the Mayor, County Manager, the Board of Commissioners and other department heads.

Specific qualifications are as follows:

### Education and Experience

Minimum requirements include a Bachelor's degree and seven to ten years of progressively responsible leadership, managerial and supervisory experience in a large, centralized human resources agency. HR leadership experience in government and a Master's degree are desirable.

### Competencies and Personal Characteristics

In addition to the above, the ideal candidate will have the following competencies and personal attributes:

- Experience as a strategic HR partner, applying organizational development principles and possessing good analytical skills
- An employee advocate that ensures employees are treated fairly, with dignity and respect, and their voices are heard
- A business partner to business units that collaborates with them to ensure that model HR policies and practices align with overall organization strategies, policies and plans
- Effective in building trust relationships
- Effective in optimizing HR's contribution to the organization
- Knowledge and experience in goal and task management
- Knowledge of labor laws and negotiation
- Knowledge of HR principles and strategies to attract, develop and retain a diverse and talented workforce
- Knowledge of leadership, management and employee development strategies, workforce planning and succession planning
- A Customer Service Orientation
- Knowledge of HR laws and best practices
- Effective in applying IT to HR management
- A good listener with excellent communication and interpersonal skills
- A collaborator and consensus builder
- A creative problem solver
- Effective in handling multiple priorities effectively
- An effective County spokesperson, when designated

- A team player, builder and mentor; committed to effectively working with others and selecting quality staff and developing them to their fullest potential
- A change agent that helps the County build capacity for change, assist in the organizational change transformation and coping skills
- An expert in HR processes and practices to confront and solve problems knowledgeably, creatively and ethically
- Knowledge and experience in developing and delivering competitive employee benefits and total compensation

## DEPARTMENTAL CHALLENGES AND ISSUES

Some of the challenges that the new Director is expected to address are as follows:

- The Department needs to change its role to one of strategic business partner in order to link human resources with the strategic goals and objectives of Miami-Dade County in order to meet performance and productivity goals.
- As the baby boomers retire and the available workforce shrinks, the County needs to develop a workforce plan that projects the future workforce needs for County government. This plan should include strategies to attract and retain top, diverse talent to fulfill those needs. This plan should also include succession strategies





to develop and maintain leadership and management capacity.

- The Department needs a comprehensive assessment of its systems, policies, rules and processes to ensure efficiency and effectiveness in service delivery and to ensure the utilization of best practices in the recruitment, staffing, development, performance management and retention of employees.
- As the workforce changes, the current compensation and benefits packages need to be assessed to determine the value to current and potential employees. A total compensation approach, which includes compensation, benefits and worklife, inclusive of the Deferred Retirement Option Program (DROP), needs to be explored.
- The County is currently implementing PeopleSoft Candidate Gateway and Talent Manager Acquisition components. This is a huge undertaking which requires adequate planning, staff

and resources. The County will continue to update its technology capability to enhance customer services and employee self-service.

## COMPENSATION AND BENEFITS

**Annual Salary** – \$117,827 to \$208,044. Commensurate with the qualifications and experience of the selected candidate.

**Retirement** – County funded contribution to State of Florida Senior Management Service Class Retirement.

**Leave** – 80 hours of annual leave are accrued annually (with graduated increases after five years) and 96 hours of sick leave.

Executive Benefit Group Package, total value of \$18,720:

Executive Benefits Allowance of \$10,000 annually

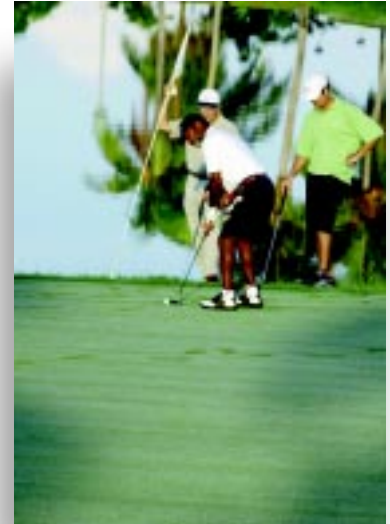
\$250 bi-weekly car allowance

Parking or a Metrorail pass (value \$60 per month)

\$1,500 annual contribution to a 401-A Supplemental Retirement Account

Annual Physical Exam with County provider

**Other Benefits** – Group medical, dental, vision, term life, accidental death, and flexible benefits (flex dollars, disability income protection, flexible spending accounts and group legal services).



## APPLICATION AND RECRUITMENT SCHEDULE

**This position is open until filled.**

Resumes and other information submitted in response to this advertisement are public records pursuant to Chapter 119 Florida Statutes. Resumes should reflect years of experience in positions held and the size of staff and budget managed. Submit cover letter, resume, current salary and three work-related references as soon as possible to:



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*Hiring decisions are contingent upon the results of a physical examination, including background investigation and alcohol/drug screening. Applicants must meet residence requirement. EOE/M/F/D*